



legends

PHILIP MORRIS U.S.A.

Inter Office Correspondence

TO: Ina Broeman

DATE: January 31, 1995

FROM: Suzanne LeVan

SUBJECT: Legends Roles & Responsibilities

Thanks for sending down the Legends Responsibilities memo. Overall the descriptions for the Program Manager & the Administrator look good and consistent with some of the effective operations we've worked with in the past. Our objective is to replicate the success of some of the operations that the Premium Brands have been involved in before.

There is one point under the Manager description that we would recommend splitting into three different pieces. The content is in the same areas - but I think it could help by spelling out all the pieces.

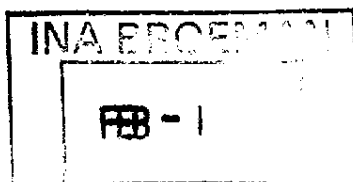
I think it is very smart to clearly define the Program Consultants reporting relationship direct to the program manager (not to Edna and not to you). Annalee's position looks well defined and clearly suited to her experience and strengths.

I still have some concern regarding Edy's role. The document clearly spells out that she is "working with the promoters". However, I do not understand what the "delivered goods" are?.....what is it that she will deliver from her work with the promoters? Does she identify and negotiate promotional partners or do the promoters do this? Can you give me an example of this? How many promotional partners are we looking for? Similarly, the area regarding format---don't we need to have a format determined already? If this is continual work, what is the output? Again, do you have an example? The promoter contract compliance piece is concerning --- it says "in conjunction with program manager". This suggest there are two people responsible here --- I think the promoters need to be accountable to one voice and one voice only. We know we get into trouble when the promoters start working everybody from different directions.

I believe you mentioned that you were working on pulling together a full year contract for Edy's services. I am still not comfortable. Perhaps you can help me out by answering some of the questions above. However, I also would suggest that we take a shorter term approach --- maybe we should sign on for three months and see what we get. We do not lock into our own employee positions for a year at a time. I'm not comfortable doing it here.

I spent some time talking with Bob & Norma on how they see the operation working and whether their business needs were being met. Most of these comments are the result of our combined thinking.

You've made good progress on defining these roles. Let's keep pushing and get the last of the issues nailed down.



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